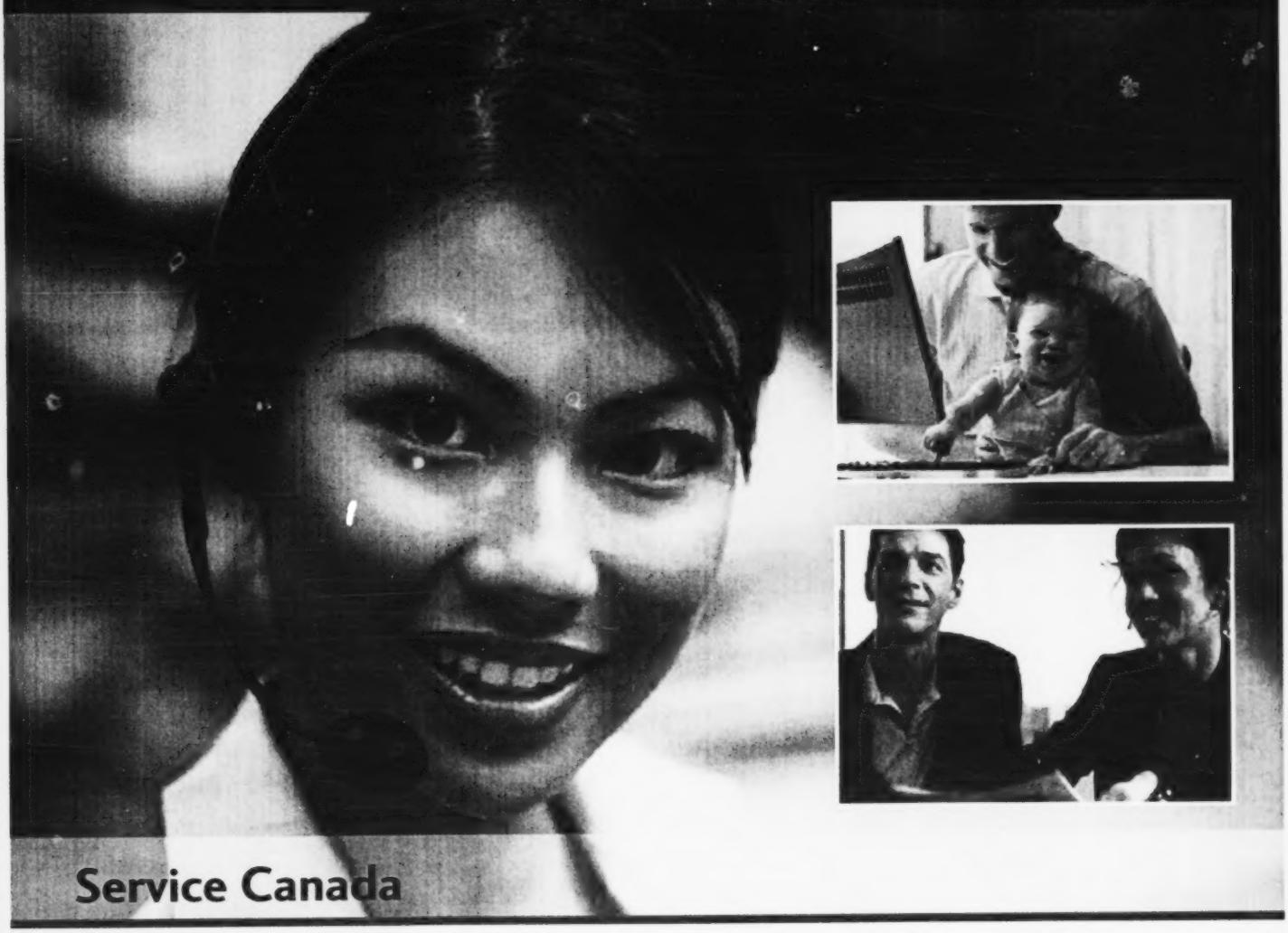
1 800 O-Canada (1-800-622-6232) servicecanada.gc.ca



Service Canada

Annual Report 2006–2007

Service Canada

SC-230-02-08

This report can be made available in alternative formats such as large print, braille, audio cassette, or computer diskette.

Call 1 800 O-Canada (1-800-622-6232; teletypewriter: 1-800-926-9105) to request your copy.

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Message from the Minister of Human Resources and Social Development

I am proud to present to Canadians the Service Canada Annual Report for fiscal year 2006–2007. Service Canada continued to deliver results for Canadians during its second year of operation—finding ways to further improve the delivery of government programs and services, while helping to enhance accountability and transparency in government.

The Government of Canada announced the launch of Service Canada in 2005 to make it easier for people to get what they need, however they wish to do so—whether by telephone, on the Internet, in person, or by mail. Service Canada took steps to deliver on this promise in 2006–2007 by strengthening its service delivery network.

In 2006–2007, we added 171 new points of service and improved our telephone and Internet services. Many of the new sites we added serve rural and remote areas that were previously underserved by government. This initiative is something of which all Canadians can be proud.

In line with the Government of Canada's commitment to transparency, Service Canada also took additional steps over the past year to improve how we report on our results to Canadians, as well as to strengthen the mechanisms through which Canadians can provide us with feedback.

Service Canada's progress in helping to foster a culture of service excellence throughout the government is especially noteworthy. We set up the Service Canada College—a new, more cohesive approach to learning that weaves service excellence throughout its courses. Service Canada also took steps throughout the year to recognize and reward employee contributions to our success.

Although the task of achieving service excellence is never finished, Service Canada's employees are determined to serve Canadians to the very best of their ability. It is this determination that will ultimately ensure that, when Canadians think of Service Canada, they will think of a place where courteous, helpful, and efficient people are ready, willing, and able to help them—with just a call, click, or visit.

Monte Solberg, P.C., M.P.
Minister of Human Resources and Social Development

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Executive summary

At Service Canada, we are pleased to present this annual report for the year ending March 31, 2007. The report highlights the progress we made between April 2006 and March 2007, our second year of operation. It describes how we are working to become the place where Canadians go—whether by phone, online, or in person—to access many of the programs, services, and benefits they need from the Government of Canada.

In Chapter 1, we describe our progress in providing one-stop service. These improvements include delivering faster and more efficient telephone service through 1 800 O-Canada, and revamping the Service Canada Web site. We also added 171 new points of service, often in remote and rural communities, where our employees help Canadians in person. We introduced longer business hours at 53 sites. In addition, new approaches address the needs of diverse groups of Canadians, including Aboriginal people and people with disabilities.

In Chapter 2, we explain how we are delivering the right services and benefits to the Canadians who need them, an important element in saving taxpayer money. Our initiatives strengthened the Social Insurance Number system, as well as the Social Insurance Register. We took firm action to deal with possible fraud. We also co-operated with provincial and territorial governments to improve service, as well as the security of personal information.

In Chapter 3, we discuss how we strengthened our partnerships with other federal departments and agencies, other levels of government, and community organizations across Canada. That collaborative effort allowed us to provide access to an additional 13 services during the year, including new Government of Canada programs like the Apprenticeship Incentive Grant. We also expanded some already established services. In particular, we increased our passport receiving agent services to respond to the demand for passports.

In Chapter 4, we note our ongoing efforts to operate in an accountable and transparent way. In addition to writing annual reports, we continue to use and improve our performance scorecard as a way to set targets, and to track and report results. In addition, our Office for Client Satisfaction heard from and responded to Canadians with regard to nearly 2,000 feedback items.

In Chapter 5, we focus on the commitment of our employees to providing excellent service. Because good service starts with them, we launched a service excellence certification program, delivered by the new Service Canada College. By presenting the first Service Canada Awards of Excellence and continually recognizing our employees' efforts, we demonstrated our pride in our people, who go the extra mile to help their fellow Canadians. In addition, we conducted a targeted recruitment campaign with university and college graduates to strengthen our work force of people who are dedicated to helping Canadians, and who reflect the diversity of the communities they serve.

Introduction

Meeting our commitment to Canadians

At Service Canada, we are the Government of Canada's one-stop service delivery network for Canadians. Working with other federal departments and agencies, provincial, territorial, and municipal governments, and many community organizations across Canada, we provide Canadians with easy access to a range of government programs and services.

Service Canada is just a call, click, or visit away. We have a national telephone information service at **1 800 O-Canada**, online services at **www.servicecanada.gc.ca**, and 587 points of service across Canada where Canadians can visit us in person. In fact, by March 2007, we had 327 full-service Service Canada Centres and 260 scheduled outreach locations and Service Canada community offices.

95%

of Canadians are living within 50 kilometres of a point of service

Canadians want to be able to easily find the information and services they need from their government. They want straightforward, efficient, convenient, and courteous service, and they want a choice in how they access it—by **phone**, on the **Internet**, or in **person**. Service Canada was launched in September 2005 to facilitate access to services.

About this annual report

The Service Canada Annual Report 2006–2007 offers Canadians easy-to-read information about the progress we are making in providing them with one-stop, easy-to-access service.

Last year, our first annual report told Canadians about Service Canada's first steps—our early actions and our plans for the future. This year's report highlights how Service Canada, in its second year of operation, continued to focus on the needs of Canadians to provide them with even more efficient and effective service.

This report has five chapters—one for each of Service Canada's strategic objectives (see page 5 for details). In each chapter, we provide details on the work we did throughout 2006–2007 to fulfil each objective.

96%

of Canadians support the concept of a one-stop shop for accessing Government of Canada services*

*EKOS Research, *Rethinking Government*, May 2002

Service Canada's Vision Statement

Canadians are at the heart of the Service Canada vision.

Effective, client-centred organizations know what they want to achieve and have clear goals. In building Service Canada, we listened to Canadians to determine what it would take, not just to improve service delivery, but to transform it.

Our vision statement is based on what Canadians have told governments they want from a service organization. It is what we are accountable for.

Our vision

To achieve better outcomes for Canadians through service excellence.

Our mission

To provide secure, knowledgeable, one-stop, personalized service to Canadians.

Our mandate

To improve services for Canadians by working with partners to provide access to the full range of government services and benefits that Canadians want and need in person, by telephone, on the Internet, or by mail.

Service Canada's strategic objectives

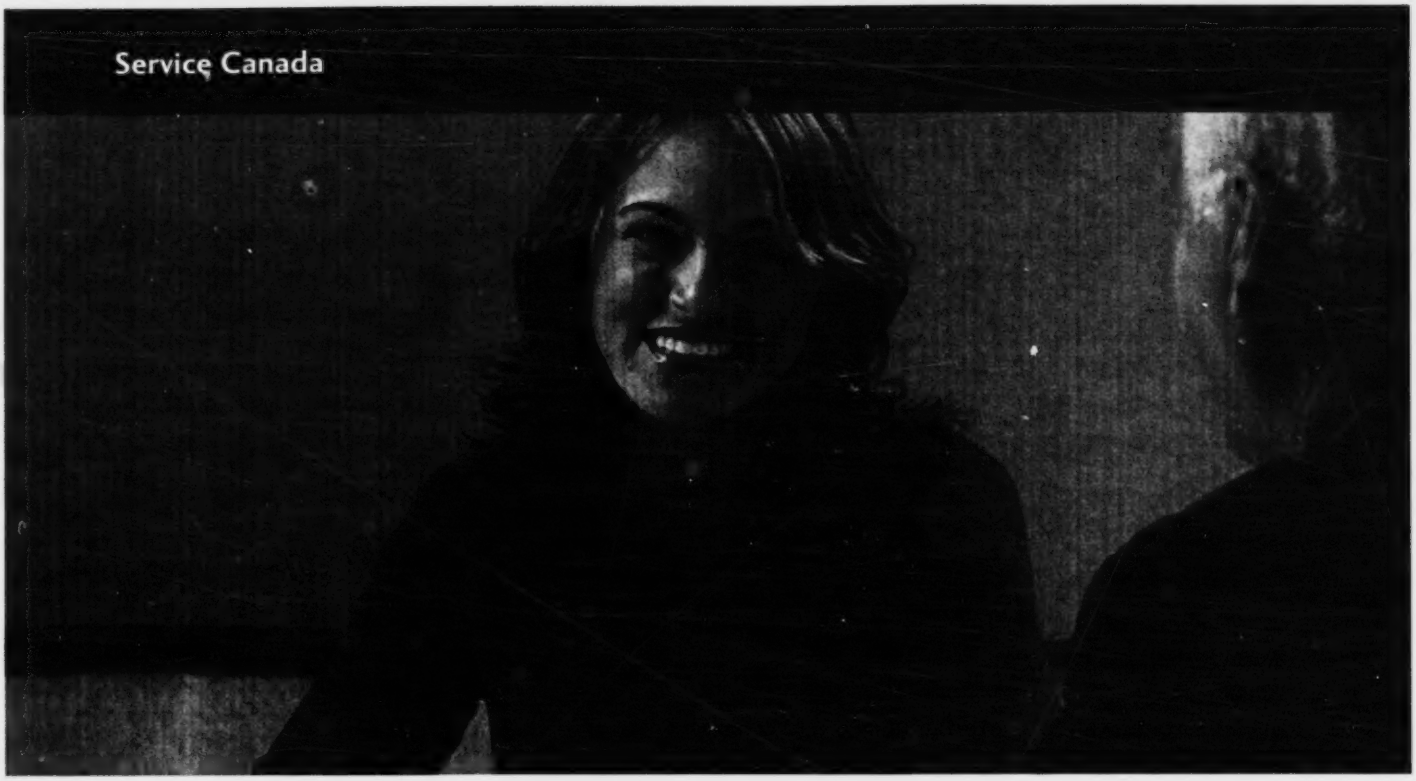
1 **Deliver seamless citizen-centred service** by providing integrated, one-stop service based on citizens' needs and helping to deliver better policy outcomes.

2 **Enhance the integrity of programs** by building trust and confidence in our programs and by achieving significant savings in program payments.

3 **Work as a collaborative, networked government** by building whole-of-government approaches to service that enable information sharing and integrated service delivery for the benefit of Canadians.

4 **Demonstrate accountable and responsible government** by delivering results for Canadians and government, savings for taxpayers, and transparency in reporting.

5 **Build a culture of service excellence** by supporting our people, encouraging innovation, and building the leadership and capacity to provide citizen-centred service.



Up close and personal

Two client service agents in the Corner Brook Service Canada Centre in Newfoundland and Labrador came face to face with a client who desperately needed assistance. The man was homeless, but eligible for Canada Pension Plan benefits. However, because he had no address, he could not collect the money he was entitled to receive. The Service Canada agents found him a place to stay, arranged for him to get there, arranged for his meals, and ultimately delivered his Canada Pension Plan benefits.

19,000

employees providing excellent service by going the extra mile

Chapter 1

Putting Canadians first

Objective: Deliver seamless citizen-centred service by providing integrated, one-stop service based on citizens' needs and helping to deliver better policy outcomes.

Our first year of operation was about building a foundation for a new model of service delivery that puts Canadians first. This new model features a one-stop service network to help Canadians access government services by phone, on the Internet, in person, or by mail. We worked with diverse groups of Canadians—including Aboriginal people, seniors, people with disabilities, youth, and newcomers to Canada—to find out how we could meet their specific needs. We also established a number of key partnerships with other federal departments to help them deliver services to Canadians.

In 2006–2007, we built on our successes in year one by continuing to improve the way we provide one-stop service. These improvements include strengthening our many partnerships, enhancing the way we deliver service on the phone and on the Internet, adding 171 new points of service to our growing network, and introducing longer business hours at many locations.

A world leader in serving citizens

For the second consecutive year, Service Canada was recognized as a world leader in government service delivery. Accenture, an international consulting firm that conducts an annual survey of cross-government services delivered in 22 countries, once again rated our organization as one of the world's best in advancing integrated service delivery by using technology.

We're getting the word out

One of our major challenges in 2006–2007 was to increase Canadians' awareness that Service Canada was open for business. To meet this challenge, we launched a series of newspaper advertisements in the fall of 2006 that promoted improved service to Canadians through Service Canada. In March 2007, we launched a national advertising campaign that included ads on television, radio, and the Internet. These campaigns have helped to make more and more Canadians aware of Service Canada and the services we offer.

With this first wave of advertising, the message is now clear that Canadians can get the help they need from Service Canada.

In the coming year, we will continue to build the image and profile of Service Canada through our advertising program. In addition, over the next three years, we plan to install new Service Canada signage at all 327 Service Canada Centres to improve our visibility in each community. By doing so, we will make it easier for Canadians to find our offices and take advantage of our services.

We're delivering even more services

In 2006–2007, with service excellence as our inspiration, we listened to what Canadians and our partner departments were saying, and we responded by delivering new services. In other cases, we expanded or enhanced existing services to respond to increased demand.

People can now go to Service Canada to, for example, apply for a Social Insurance Number or Employment Insurance benefits, check on their pensions, or fill out an application for a passport.

In particular, the Government of Canada's new Apprenticeship Incentive Grant program generated a lot of interest during 2006–2007. This annual grant helps registered apprentices who have already successfully completed the first or second year of their apprenticeship program to complete their training and build a career in the skilled trades. To ensure we were able to handle all the applications, we equipped our Western Processing Centre in Calgary to process up to 40,000 grant applications a year.

A client called Service Canada to report a death in the family. She said she hadn't known where to start until she saw the ad in the paper and on television. She was very pleased that she was able to get the help she needed with one phone call.

Other new services include providing information on or helping Canadians apply for:

- savings awareness programs, which help Canadians understand the advantages of investing in programs like registered education savings plans (RESPs) and registered retirement savings plans (RRSPs);
- the Universal Child Care Benefit, which provides support to families to cover child-care expenses; and
- the Canada Summer Jobs initiative, which helps students find jobs that will give them career-related work experience.

We provided access to 13 additional services in 2006–2007:

- Apprenticeship Incentive Grant
- Canada Summer Jobs initiative
- Chinese Head Tax redress initiative
- Canadian Forces Recruitment Awareness
- Integrated Death Notification
- Newborn Registration Services in Ontario
- Pleasure craft licences
- Royal Canadian Mounted Police Recruitment Awareness
- Savings awareness programs
- Targeted Assistance for Employment Insurance Recipients
- Targeted Initiative for Older Workers
- Universal Child Care Benefit
- Western Hemisphere Travel Initiative

For a complete list of the services we offer at Service Canada, see Appendix 2 on page 39.

Canadians can now access a total of **77** services at Service Canada

"When Canadians come in contact with Service Canada staff, they can count on dealing with knowledgeable, trained, and helpful people. That's because we've worked hard at promoting the concept of service as a profession in our organization."

—Hélène Gosselin
Deputy Head, Service Canada

Fighting fires

Our employees go the extra mile to make sure Canadians have the documents they need to receive government services. When fire destroyed the main street of Foam Lake, Saskatchewan, the manager of the nearest Service Canada Centre drove to the community the next day to help residents who had lost much of their identification. He helped them complete the application forms so that they could quickly replace their birth certificates, citizenship papers, and Social Insurance Number cards.

CALL!

Our telephone services

We know Canadians want Service Canada to answer their calls quickly, with no busy signal. They also want easy-to-use automated phone services.

In our first year of operation, we focused on integrating services across the 1 800 O-Canada (1-800-622-6232) line and our call centre network. In 2006–2007, we further improved the 1 800 O-Canada service so that we could handle a higher volume of calls more quickly. As part of enhancing the efficiency of the national call centre network, we created electronic tools to provide our agents with accurate and up-to-date information.

Our efforts are bringing results. Almost all callers to our Canada Student Loans Program call centres—a full 98 percent—are speaking to an agent within three minutes, and we are answering 85 percent of calls to our 1 800 O-Canada service within 18 seconds. In fact, callers to the 1 800 O-Canada service gave us a 92-percent client satisfaction rating. Employment Insurance call centres answered 44 percent of calls within three minutes, and 67 percent within five minutes. During the winter peak period of higher unemployment, new Saturday service and extended weekday hours helped us tackle increases in call volumes to our Employment Insurance call centres. Through these initiatives, we were able to reach a service level of 72 percent of Employment Insurance calls answered within three minutes by March 2007.

We answered more than

53 million

calls in our call centres

By enhancing our interactive voice response system to respond to more routine questions, we were able to free up more phone lines to give our call centre agents the time they needed to deal with more complex situations.

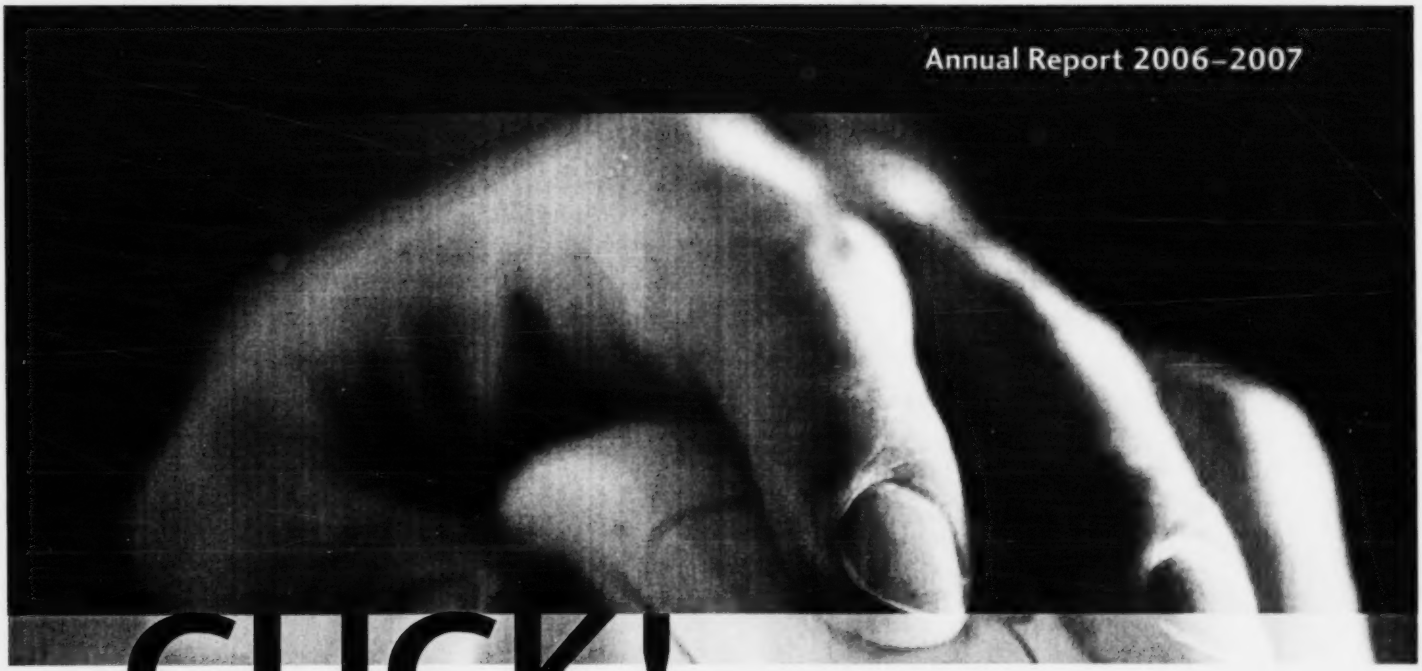
Our objective is to answer straightforward questions quickly and to continue to improve service to Canadians who call with more complex questions about our specialized programs, such as Employment Insurance, Canada Pension Plan, and Old Age Security. For this reason, we continue to transform our telephone service network. For example, we analyzed the most common questions that callers were asking our call centre agents, and we discovered that they were asking many of the same kinds of questions. We realized that we could respond to these questions more quickly through our interactive voice response system.

Going the extra mile

Employment Insurance call centre staff literally went a few extra miles to serve Canadians on May 29, 2006. Because the Toronto Transit Commission was on strike, many call centre personnel walked several miles to get to work, and then had to cope with being short-staffed by between 35 and 45 agents at any given time during the day.

Despite the challenges posed by the strike, the number of calls handled that day was only slightly lower than average Monday service levels, thanks to the hardworking and dedicated call centre staff, and to the national networking system launched on April 1, 2006. Through this network, calls to high-volume call centres are quickly redirected to other call centres, where volumes are lower and staff members are available to provide prompt assistance to clients.

Over the next five years, we will continue to improve our telephone services by managing call volumes more effectively. We plan to serve Canadians better through an integrated network of world-class call centres that provide one-stop, easy-to-access services that are secure and cost-effective.



CLICK!

Our online services

In 2005, 52 percent of adult Canadians who used the Internet looked for government services online. For this reason, in our first year of operation, we asked Canadians what information, programs, and services they wanted to access on the Service Canada Web site at www.servicecanada.gc.ca. Canadians also indicated that these online services needed to be secure, so they could access government programs with confidence. We listened carefully, and we developed a new approach to our online services.

We launched our revamped Web site in 2006–2007, which features content that is better organized. Canadians can now access 90 percent of the most commonly requested Government of Canada programs and services from the home page. The new Web site is reliable, too. During 2006–2007, it was available 99.3 percent of the time. We also provided more Government of Canada publications online, and posted many commonly used government application forms. These automated conveniences are reducing paperwork and supporting a greener environment. Making publications and application forms available on our Web site is a cost-saving measure in keeping with the goals of our Service Canada Sustainable Development Strategy.

We handled more than

11 million

online transactions

Job Bank accessible to all

Paul, a 37-year-old man who has been unemployed for the last 10 years because of total blindness, recently wrote to Service Canada about our improved Job Bank service: "When Job Bank was first introduced many years ago, it was completely inaccessible for anyone using a screen reader. I am happy to tell you that the work you have done on this site has made searching for a job much more enjoyable, and I will be back to your site until I find a job. It is easy to navigate, and I was able to get the information from it that I was looking for. Keep up the good work!"

We posted more than

1 million

job openings for employers

New online tools, at your service

- Citizens can now view and update their personal Employment Insurance, Canada Pension Plan, and Old Age Security information online with the help of My Service Canada Account—a new feature we launched in 2006–2007.
- Our new online locator tool makes it easy for Canadians to find the nearest Service Canada office. This tool comes complete with maps and photographs of the buildings where our points of service are located. Citizens can do a search with this tool using their postal code, or they can get a list of all Service Canada sites in their province or territory, together with business hours and telephone numbers.
- Employers can now apply for the Canada Summer Jobs initiative online.
- Canada's 1.3 million employers can now create and submit their employees' *Record of Employment* forms on the Internet, significantly reducing their administrative burden.
- We added the "Read to Me" feature to many of our Web pages. This feature reads text on the page aloud to help people who have a visual impairment or who have difficulty reading English or French. This new feature generated more than 86,000 requests throughout the year.
- We brought together different job-finding services under a single online Job Bank (jobbank.gc.ca). This Web site had 94 million visits in 2006–2007, up 49 percent from the year before.
- To make it easier for Canadians with disabilities to apply for benefits or services, we posted 11 of our most popular forms online in accessible formats.
- More than 90 percent of the people who file new Employment Insurance applications now use our online Employment Insurance application form. In addition, of the 25 million biweekly Employment Insurance reports that Canadians submit every year, 98 percent are now filed electronically.

VISIT!

Our in-person points of service

In our first year, we set a goal to provide 85 percent of Canadians with access to our services within 50 kilometres of where they live. In 2006–2007, we raised that target to 90 percent, and then we surpassed it by adding 171 new points of service, including 5 new Service Canada Centres. We added 129 scheduled outreach sites that our employees visit regularly to deliver services. We also set up 37 additional Service Canada community offices, where other organizations deliver services for us. As a result of these new sites, over 95 percent of Canadians now live within 50 kilometres of one of our 587 points of service.

9.3 million

Canadians visited us at our in-person locations

Offering more outreach services

At Service Canada, our goal is to provide better service to more Canadians, close to home in their communities. To do so, we offer flexible outreach services that are tailored to community needs.

We offer two types of outreach services:

- Through scheduled outreach services, our employees visit communities in rural or remote areas on a regular basis. Today, Service Canada has more than 200 scheduled outreach locations across Canada.
- Through mobile outreach services, our staff members arrive when there is a special need—for example, when a company closes or when a natural disaster occurs—and set up shop for a couple of days in a location such as a school, a community centre, or a seniors home.

In 2006–2007, we added 129 new outreach locations across Canada. In Nunavut, we extended our services to 11 additional communities. We also established six new outreach centres in the Northwest Territories. In northern Ontario, our expanded outreach efforts brought service to 66,500 more clients who live in remote communities.

Success in Sheshatshiu

When employees of the Happy Valley–Goose Bay Service Canada Centre in Labrador set up an outreach service in the Innu community of Sheshatshiu, they knew they were facing some tough challenges. The outreach office in this remote Aboriginal community initially attracted few clients, but in just 12 months, Service Canada outreach staff succeeded in building a strong rapport with community members. Demand for service has grown, and instead of just one agent, there are now four who travel to serve the site, providing personal assistance to clients.

Extending our service hours

To make it easier for Canadians to access service, we have begun to extend business hours at many of our sites. A total of 53 Service Canada sites were open beyond regular business hours as of March 31, 2007. For example, people in downtown Toronto can take advantage of Saturday and Sunday service at our Canada Quay location.

We're serving citizens in the language of their choice

During 2006–2007, we extended our services to meet the language needs of Canadians living in minority Francophone and Anglophone communities, as well as the language needs of Aboriginal Canadians and newcomers to Canada.

Meeting the needs of official language minority communities

We consulted more than 60 organizations that represent official language minority communities across the country to better understand the needs of these communities. As a result, we established 33 new points of service to serve these communities throughout the country—a number almost double our target of 17. These new sites include 9 Service Canada Centres, 23 outreach sites, and 1 site in partnership with a community organization.

Offering multi-language services to newcomers to Canada

We continued to reach out to newcomers to Canada who do not speak either of Canada's official languages. To ensure they have access to essential programs and services, such as Employment Insurance, the Canada Pension Plan, and Old Age Security, we began offering in-person services in Cantonese, Mandarin, Tamil, Hindi, and Arabic in three Service Canada Centres and through 15 outreach locations in Ontario. We also began providing services in Mandarin, Cantonese, and Punjabi at six outreach locations in British Columbia.

Providing more services in Aboriginal languages

In 2006–2007, we provided more services in Aboriginal languages, including Inuktitut, Slavey, Cree, and Dene. In Ontario, we introduced services in Ojibwa in eight outreach locations. As part of our Multi-Language Service Initiative, we are testing services in languages such as Dene in Stony Rapids, Saskatchewan, Cree in Hobbema, Alberta, and Inuktitut across Nunavut. One-quarter of our new outreach sites offer multi-language services to better assist Aboriginal citizens. We are also making telephone interpretation services available in Aboriginal languages and dialects in three Service Canada Centres, and through our outreach services.

Efficient and courteous service... in many languages

Each week, two teams of three Service Canada employees travel to Surrey, Richmond, and Vancouver in the British Columbia Lower Mainland to offer assistance to clients in Mandarin, Cantonese, and Punjabi. At each location, our employees help Canadians access services and benefits in their own language for such programs as Employment Insurance, Canada Pension Plan, and Old Age Security.

We're reaching out to Canadians with common interests and needs

At Service Canada, we recognize that there are groups of Canadians with common interests and needs, such as Aboriginal people, seniors, and people with disabilities. During 2006–2007, we asked these groups how we could serve them better, and we responded with clear strategies to meet their needs.

For example:

- To help us set priorities, we invited individuals and representatives from many disability and community organizations to provide us with advice on our services to Canadians with disabilities. They quickly identified opportunities for us to improve our services that built on our existing network.
- To provide a consistent level of service for all Canadians, we introduced new sign-language services.
- There are now 11 commonly used forms, including the Social Insurance Number application form, that are available on our Web site in accessible formats.
- Although all Service Canada points of service are physically accessible to people with disabilities, we made access improvements at many locations.
- First Nations, Inuit, and Métis clients are benefiting as we develop an Aboriginal Client Service Strategy, in consultation with Aboriginal organizations. For example, fact sheets on key programs and services are now available in eight Aboriginal languages.

Service Canada is also reaching out to seniors living in poverty who may need information about Canada's retirement income system and the benefits to which they may be entitled. Canada's national pension plans are an important source of secure income for seniors, the fastest growing segment of Canada's population.

To illustrate how important such pensions are to many seniors, the most recent figures available from 2004 indicate that Old Age Security benefits account for more than half of the total post-retirement income for low-income seniors. Canada Pension Plan and Old Age Security benefits combined account for more than 40 percent of the total post-retirement income for seniors in general. About 4.3 million Canadians receive Old Age Security benefits, of which 1.5 million also receive the Guaranteed Income Supplement.

We're working to minimize the number of times Canadians have to provide their personal information

We understand that Canadians don't like to give the same information about themselves over and over again to different government departments for different programs and services. Gathering and managing information that way is also expensive and inefficient for governments.

Through the One Client View system that we are now developing, we are moving toward a single system for collecting, using, and integrating the information that Canadians provide to us. With so many different databases and systems for individual programs and services now in place, creating the One Client View is challenging, but we are determined to get it right.

Through the My Service Canada Account page on our Web site, which we introduced during 2006–2007, we made an early step in the right direction. Canadians are already using the site to access the Employment Insurance, Canada Pension Plan, and Old Age Security programs. The personal information they supply through My Service Canada Account makes it easy for them to do their transactions online, and to access online forms and services.

Chapter 2

Making sure Canadians receive the right services and benefits

Objective: Enhance the integrity of programs by building trust and confidence in our programs and by achieving significant savings in program payments.

At Service Canada, we deliver more than $70 billion a year in benefit payments to Canadians. Citizens expect us to make sure those benefits—from programs such as Employment Insurance, Canada Pension Plan, and Old Age Security—go to the right people in the right amounts for the right purposes. They also expect us to manage our services in ways that prevent fraud and deliver results efficiently.

Our first year as an organization was spent understanding these challenges and developing solutions. In 2006–2007, we put many of these solutions in place. We took action to make the Social Insurance Number system more reliable and secure, and we made changes to ensure Canadians are able to deal online with the Government of Canada in ways that are secure and that respect their privacy. We also automated various services to get more accurate, efficient results.

We're improving our management practices to cut costs

We continued to improve our management practices to help minimize mistakes when we calculate or issue benefits to Canadians. We conducted more interviews with clients to ensure that only eligible people were receiving benefits. We also increasingly used our automated programs to investigate and detect people who did not report earnings or absences from Canada while they were receiving Employment Insurance benefits.

As the Government of Canada's one-stop shop for services, we continuously look for ways to improve our systems and processes. By using online technologies in a responsible way, we ensure that Canadians' personal information is safeguarded and used appropriately, we eliminate duplication, and we reduce the paper burden.

What does the community need?

Employees at a Service Canada Centre in Quebec asked their community members what services were needed for different population segments. The results of this survey helped us set up services like income tax workshops with the Canada Revenue Agency to help the high percentage of seniors with low incomes.

We're strengthening the Social Insurance Number system

From newborns to seniors, most Canadians have a Social Insurance Number (SIN). Parents use it to show the identity of their young children when they apply for the Canada Education Savings Grant. Employers use it to keep track of their employees' pay deductions. Unfortunately, misuse of Social Insurance Numbers may occur. Our job is to reduce the risk of this happening—or to stop it quickly when it does happen.

In 2006–2007, we put in place a tighter process to establish the identity of people applying for Social Insurance Numbers, to bring the system to world-class levels. With the information Canadians provide when they apply for Social Insurance Numbers, we are able to input basic information in our Social Insurance Register database. We also improved the accuracy of that register, to make the Social Insurance Number system more reliable and more secure for Canadians.

In addition, during 2006–2007, our employees investigated about 9,000 cases of possible benefit program fraud or abuse, including identity theft and other Social Insurance Number issues. Because of these risk-management efforts, we were able to introduce the new SIN Rapid Access process, whereby a Canadian with all the necessary documentation can apply for and receive a Social Insurance Number in one visit to a Service Canada Centre. By doing so, we took a big step forward in providing convenient service to Canadians, without compromising the security of their personal information.

The *Social Insurance Number Code of Practice*, published in 2006–2007, explains how Canadians can protect themselves from Social Insurance Number fraud, and provides details on how we manage Social Insurance Numbers based on principles such as information privacy and security for Canadians. A partnership with the Canadian Payroll Association helped us share the Code with employers, and we worked with the Canadian Standards Association to develop compliance standards for the Code.

Service Canada on alert

When a man visited the Red Deer Service Canada Centre to apply for a first-time Social Insurance Number, something seemed odd about the birth certificate he presented. Thanks to training on how to assess these documents, our citizen service agent saw that the normal security features were missing. She double-checked it under a special lamp, and confirmed that the birth certificate was a fake. By the time she went back to the counter, the man was gone. She alerted other Service Canada offices to warn them about the man, and to remind them about the importance of checking ID security features.

We investigated

9,000

cases of possible fraud

We're collaborating with other levels of government

Canadians use their Social Insurance Numbers for more than just Government of Canada services—they also use them to apply for many provincial and territorial benefit programs. In 2006–2007, we developed more agreements with the provinces and territories to automatically share information on vital events, like birth dates. This information helps us ensure that information in the Social Insurance Register is as accurate and up-to-date as possible.

In 2006–2007, we reached a new agreement with the Alberta government to access its birth and death records. With this agreement, we added to the agreements we already had in place with the governments of New Brunswick, Ontario, and British Columbia.

The British Columbia government also agreed to work with us to launch a one-stop service for parents of newborn children. This Newborn Registration Service allows parents to register their baby's birth and obtain a birth certificate and a Social Insurance Number at the same time. This new information-sharing partnership between Service Canada and British Columbia will assist the parents of the more than 40,000 babies born in the province each year. We expect it will be as successful as the similar service used by 16,000 Ontario families during 2006–2007.

Service Canada has agreements with the governments of Alberta, New Brunswick, Ontario, and British Columbia that will allow all levels of government to work together to collect and exchange vital information about residents, such as data on birth, death, and marital status.

We're offering more automated services

Often, when we pay too little or too much in benefits, it is simply because someone has made a mistake. A person may write down a number incorrectly on a form, or a Service Canada employee may misread information as they enter data into the system.

A good way to reduce these problems is by automating the Service Canada forms that Canadians use. An automated system can catch many typical errors, prevent others, and speed up service. These improvements also have other positive impacts, including fewer calls from Canadians because of errors, and more time for our people to focus on complex situations.

In 2006–2007, Canadians used our online services more often, and our employees also used these automated tools more frequently. For example, 92.7 percent of Canadians who apply for Employment Insurance now do so online—which amounts to about 2.5 million forms per year.

Automation is improving our service to Canadians

- Each year, Service Canada automatically sends out the *Canada Pension Plan Statement of Contributions* to people nearing retirement age, as well as seniors older than 70 who are eligible to receive Canada Pension Plan benefits but have either not applied or are not receiving them. In 2006–2007, we sent statements to more than 20,000 contributors in the 70-plus age group, which resulted in more than 1,300 clients receiving about $1.3 million in additional Canada Pension Plan benefits.
- Through an initiative we undertook in collaboration with the Canada Revenue Agency, seniors no longer have to reapply for the Guaranteed Income Supplement each year. If they file annual income tax returns, they will automatically receive this benefit, if they are eligible.
- Since we now have agreements with a number of provincial and territorial governments to share birth and death information through automated processes, we can ensure that Canada Pension Plan and Old Age Security payments automatically stop after a person's death. We can also let families know about other benefits and services, such as survivors' benefits, to which they may be entitled.
- About 55,000 Canadian employers registered in 2006–2007 for the Record of Employment Web service, which allows employers to fill out and submit *Record of Employment* forms online for employees who leave their jobs, and helps speed up the processing of Employment Insurance claims. In 2006–2007, Service Canada received about 2 million *Record of Employment* forms electronically—about 25 percent of all *Record of Employment* forms received that year.

We're delivering savings for Canadians

At Service Canada, our mandate includes providing Canadians with better services at lower cost. Whether by operating our services more cost-effectively or by tackling possible fraud and abuse of our programs, we are accountable for results.

To help achieve our savings targets, we introduced a number of integrity strategies. For example, by implementing rigorous forecasting, planning, tracking, and reporting procedures, we achieved an accuracy rate of 94.5 percent for Employment Insurance claims. We also helped people applying for Employment Insurance benefits by providing comprehensive information sessions that helped them learn their rights and responsibilities under the program. Our employees also carried out interviews with people who were receiving benefits, to make sure they were still eligible and to connect them with our other services.

By improving the accuracy of our payments, standardizing and automating our services, and improving the way we purchase goods and services for our day-to-day operations, we delivered about $424 million in savings during 2006–2007—well beyond our set savings target of $355 million.

Using technology to boost recovery time

You don't always need a computer to use our online services. When doctors put Jane in quarantine in a Prince Edward Island hospital, she was worried she wouldn't be able to file her claim for the Employment Insurance benefits she needed. Staff at the Service Canada Centre in Summerside found the solution. Through a phone call from the hospital, Jane gave the information needed to process her application for Employment Insurance benefits, and an agent at the centre was able to apply on her behalf using our Employment Insurance online application form. Jane got more than the benefits, too. She told the staff that their thoughtful service was a big boost to her recovery.

We delivered approximately

$424 million

in savings to taxpayers

Chapter 3

Serving Canadians through partnerships

Objective: Work as a collaborative, networked government by building whole-of-government approaches to service that enable information sharing and integrated service delivery for the benefit of Canadians.

Canadians want their governments at all levels—federal, provincial, territorial, and municipal—to work together so they can get the programs, services, and information they need more easily. In our first year of operation, we made strides in providing one-stop access to services from many federal departments and agencies. We also worked with all levels of government and community organizations to bring a variety of programs and services together under one roof.

In 2006–2007, we started working with new partners, and we delivered other services on behalf of our existing partners. We also introduced new ways of co-operating with our community partners to help us learn how we can better serve such diverse groups as seniors, newcomers to Canada, and people with disabilities.

Promoting career opportunities

Service Canada began helping the Royal Canadian Mounted Police and the Canadian Forces spread the word to young Canadians that careers with the policing sectors and the military can be challenging and rewarding.

Service Canada not only provides recruitment information on behalf of these organizations, but also lends its facilities to recruiting officers who need to conduct candidate interviews, testing, or other activities, especially in remote or rural areas.

We're providing one-stop access to more Government of Canada services

Most Canadians know we offer such services as Employment Insurance, Canada Pension Plan, and Old Age Security benefits on behalf of Human Resources and Social Development Canada. In our first year, we also offered services on behalf of such federal departments as Passport Canada, Transport Canada, and the Canada Revenue Agency to provide Canadians with easy access to more programs and services.

Service Canada has earned a reputation among federal departments and agencies as an effective and reliable partner in connecting Canadians with a range of diverse programs, services, and information. In 2006–2007, we assisted several more departments throughout the Government of Canada by providing greater access to their services, so they can reach Canadians more quickly and easily.

At Service Canada, we provided services on behalf of the following federal organizations in 2006–2007:

- Agriculture and Agri-Food Canada
- Canadian Heritage
- Canada Revenue Agency
- Citizenship and Immigration Canada
- Correctional Service of Canada
- Human Resources and Social Development Canada
- Indian Residential Schools Resolution Canada
- Department of National Defence
- Passport Canada
- Public Works and Government Services Canada
- Royal Canadian Mounted Police
- Transport Canada
- Veterans Affairs Canada

A list of the services we offer is included in Appendix 2 on page 39 of this report.

We received and reviewed

67,000

passport applications

Processing passport applications

In 2006–2007, we trained staff in record time for our team effort with Passport Canada to improve passport services and make them more accessible to Canadians. Between April 2006 and April 2007, we added passport services to 58 new locations in small and larger communities across the country. As a result, Service Canada received and reviewed more than 67,000 passport applications in 2006–2007, before sending them to Passport Canada for processing.

We're co-operating with our provincial and territorial partners

Service Canada works with its provincial and territorial partners to improve the many ways it serves Canadians. Some are large-scale partnerships. In 2006–2007, we focused on forging even stronger links with our provincial and territorial partners.

For example:

- When we agreed to issue pleasure craft licences to Canadian boat owners on behalf of Transport Canada, we developed an agreement with Service New Brunswick. That organization manages the automated processing system for the new service for the entire country.
- Through the Canada–Ontario Labour Market Development Agreement, which took effect in January 2007, we transferred to the Province of Ontario the responsibility for $525 million in Employment Insurance-funded services. As part of this initiative, we also transferred more than 500 of our staff members to the Ontario Ministry of Training, Colleges and Universities, as well as the employment programs they were delivering.
- To better serve people with disabilities, we developed a pilot project in partnership with the Government of Alberta. Our goal was to simplify and streamline application processes, and avoid duplication of services to make sure citizens with disabilities can easily access the programs and benefits they need.
- We are working with ServiceOntario on ways to achieve collaborative one-stop service delivery throughout the province.
- Our Alberta/Northwest Territories/Nunavut Region helped to resolve skilled labour shortages that were affecting progress on major resource development projects by partnering with federal, provincial, and territorial colleagues to inform employers about the benefits of the Temporary Foreign Workers Program. As a result, Service Canada employees processed more than 47,500 applications from employers in Canada requesting foreign workers, an increase of 122 percent over the previous year.
- In Quebec, we developed agreements with the provincial government to encourage people with disabilities to participate in the work force, and to support the well-being of Quebec seniors.

Partnering to provide increased service to people with disabilities in Alberta

Service Canada and the Alberta government deliver separate income support programs for people with disabilities. Both recognize that requiring many Albertans with disabilities to complete separate applications for each program is an inconvenience. It means unnecessary work for applicants and governments, and causes overpayments that are often difficult for people to pay back.

Service Canada and the Alberta government successfully piloted a project to cut duplicate applications and simplify the application process.

We have more than

55,000

community partners

We're working closely with our community partners

Service Canada has many agreements with local organizations across the country that provide services at the community level. We are co-operating closely with our community partners to learn more about what Canadians need and to ensure their well-being. For instance, we want to hear what we can do to enhance the quality of life of seniors, and about the services newcomers to Canada believe would help them adjust more easily to a new language, society, and economy.

We also continued to consult closely with the many not-for-profit organizations that help us deliver services at the community level. We are drawing on advice from these organizations to develop new services and improve our current services to better meet the needs of families, youth, seniors, and other clients.

In 2006–2007, our consultations included the following:

- we consulted with more than 50 immigrant service organizations that assist communities of newcomers living in Canada's major cities to help us develop a community strategy for newcomers to Canada;
- we partnered with community organizations to create the Service for People with Disabilities External Advisory Group to help us better understand the needs of Canadians with disabilities; and
- our Service Canada Voluntary Sector Advisory Committee, which is composed of experienced leaders from Canada's voluntary sector, offered excellent advice on how to reduce the red tape that many not-for-profit organizations face with government programs.

Positive first contact

Residents of the communities of Grise Fiord and Resolute in Nunavut got a chance to find out about Government of Canada programs, like Employment Insurance and Old Age Security, thanks to a partnership between Service Canada and the Baffin Regional Chamber of Commerce. The two organizations teamed up to help people access the information they needed through two trade fairs. For many people in the area, this was their first direct contact with the federal government.

Service Canada to the rescue in Nipigon

In February 2007, a fire destroyed the entire premises of Multiply Forest Products, the main employer in Nipigon, Ontario. Explosions at the plant put the entire town on evacuation alert, and 120 employees were suddenly out of work. The next day, the Service Canada Centre manager and officials of the Ontario Ministry of Training, Colleges and Universities met with the affected workers and provided information about adjustment programs and employment assistance services, including how to apply for Employment Insurance benefits online.

Chapter 4

Delivering results and reporting to Canadians

Objective: Demonstrate accountable and responsible government by delivering results for Canadians and government, savings for taxpayers, and transparency in reporting.

At Service Canada, we are committed to demonstrating accountability, transparency, effectiveness, and efficiency.

In our first year of operation, we developed a service charter and service standards that translated our commitment to service excellence into specific and measurable actions and expectations. We backed that up by creating a performance scorecard to track and report our progress toward achieving results, and by introducing the new Office for Client Satisfaction to offer Canadians a place to direct their comments, compliments, suggestions, and complaints. We also took steps to deliver the kind of management and financial accountability that Canadians expect from their governments.

In our second year of operation, we continued to report on our progress and to strengthen how we track our performance. We also established the new position of the Fairness Advisor to deal with concerns raised by our community partners.

We're showing a clear picture of our performance

In 2006–2007, we continued to use our performance scorecard to let Canadians know how well our performance measures up against the service standards we set for ourselves. We also improved the scorecard to make it even more useful. We refined how we calculate some of our indicators to get more accurate results and a clearer picture of performance. Our scorecard for 2006–2007 shows that we met or surpassed most of our performance targets. You will find the scorecard in Appendix 4 on page 42 of this report.

Here are some of the highlights:

- We expanded our service network by adding 171 points of service, which was 10 percent over our target for the year.
- Despite the fact that our call volumes rose nearly 29 percent, we still met our set target of 85 percent for answering calls to 1 800 O-Canada within 18 seconds.
- We achieved a national result of 92.8 percent for issuing Canada Pension Plan retirement benefit payments or non-payment notifications within the first month of entitlement, well above the target of 85 percent.
- Nationally, 94.1 percent of Old Age Security basic benefits were paid, or non-payment notifications were issued, within the first month of entitlement.

We're giving Canadians ways to provide feedback

Like any organization committed to excellence, we want to hear what our clients have to say about our services. Canadians can provide their feedback by phone at 1 800 O-Canada, online at www.servicecanada.gc.ca, or in person at any Service Canada Centre.

The Office for Client Satisfaction

In our first year at Service Canada, we created an Office for Client Satisfaction to receive the views of Canadians on the quality of our service and to recommend ways to improve it.

In 2006–2007, we introduced a dedicated toll-free telephone number for the Office for Client Satisfaction (1-866-506-6806), to make it more convenient for Canadians to give us their comments on all aspects of our service. During the year, the Office for Client Satisfaction met its service commitments to Canadians. It returned 99.9 percent of calls within 24 hours, and it replied to 100 percent of inquiries within seven business days. In fact, our timely responses encouraged Canadians to continue to contact us to provide feedback and share their ideas and comments on their Service Canada experience.

Of the 1,996 feedback items, 779 were issues concerning other government departments, 734 were complaints, 304 were compliments, and 179 were suggestions. By analyzing these comments and suggestions, the Office for Client Satisfaction found opportunities for Service Canada to improve service delivery to Canadians. To ensure the absolute confidentiality of all enquiries, the Office trained its agents nationwide on *Privacy Act* and *Access to Information Act* requirements.

The client comment card

We also developed a nationwide client comment card to give Canadians another way to provide their feedback and to resolve any issues. The comments we collect from Canadians using these cards help us to continually improve the services we provide.

We're telling Canadians how we're doing through our performance scorecard.

We want to hear about our service

A client had not received his Employment Insurance cheque within the required 28 days, and was having trouble finding out why his application was delayed. He contacted the Office for Client Satisfaction for assistance. Staff members at the office soon discovered that both he and his past employer had used the wrong Social Insurance Number on his documentation. The issue was resolved, the application was then processed, and the client was satisfied with his service experience.

The Office for Client Satisfaction heard from Canadians **1,996** times

We're listening to our partners through the Fairness Advisor

In 2006–2007, we reinforced our accountability by establishing the new position of Fairness Advisor, to deal objectively with any concerns raised by the voluntary organizations that help us deliver services in the community.

The Fairness Advisor acts as an independent and objective fact-finder when our service delivery partners want to voice concerns. The Office of the Fairness Advisor is also the place for service delivery organizations to bring any issues they have about respect for the rules surrounding the grants and contributions programs that support their vital work in communities. In addition, the Fairness Advisor observes Service Canada's assessment of project proposals that service delivery organizations submit under our call for proposals process.

We're strengthening our financial management and accountability

Canadians expect us to run our operations in ways that keep costs reasonable and ensure value for the money we spend. They also expect us to be accountable for that spending. During our second year of operation, we started to develop a new automated performance reporting and management system that will help us better meet the expectations of Canadians. This system will make sure that managers get the right information, at the right time, to make effective decisions on service and financial issues.

The Office of the Fairness Advisor plays an essential role in helping Service Canada employees handle complex and sensitive situations. The 29 interventions made by the Office of the Fairness Advisor in 2006–2007 enabled our organization to strengthen its community ties.

Chapter 5

Building a culture of service excellence

Objective: Build a culture of service excellence by supporting our people, encouraging innovation, and building the leadership and capacity to provide citizen-centred service.

At Service Canada, we recognize that good service starts with our people. Our helpful and knowledgeable staff is committed to providing the highest quality service to our clients.

In our first year of operation, we recognized that, if we were to succeed in delivering service excellence, we must invest in our people. We focused on creating inviting, positive workplaces, and we reinforced messaging that client service is a fulfilling and attractive career path for people who want to serve people.

In our second year of operation, we made clear progress in helping our people develop the range of skills that enable them to deliver excellent service. To help us do that, we established the new Service Canada College and our Service Excellence Certification Program. We also began to hire more people interested in careers in service delivery, as part of a larger plan to build the strongest possible work force. We also introduced the Service Canada Awards of Excellence to recognize and celebrate employees who contribute to meeting our service excellence goals in an outstanding way.

Service Canada recognizes and celebrates employees who contribute to meeting our service excellence goals in an outstanding way.

We're training and equipping our staff to provide quality service

The Service Canada College

The Service Canada College, which officially opened in September 2006 in Regina, is our national corporate learning institution. It is modelled on the "corporate university" concept used by an increasing number of corporations and public agencies in Canada, as well as internationally. One of the College's principal goals is to formally recognize the role of service providers as a profession and a career in the federal public service.

The College provides high-quality courses and programs—all interwoven with the principles of service excellence—through a uniform curriculum across the country. As of March 31, 2007, the Service Canada College had delivered training in service excellence to more than 1,600 employees.

The Service Excellence Certification Program

The Service Canada College offers the in-class portion of our new Service Excellence Certification Program. This hands-on learning, which emphasizes the knowledge, skills, and behaviours essential to service excellence, is based on the five service drivers: knowledge, timeliness, fairness, outcome, and going the extra mile.

Through the Service Excellence Certification Program, front-line employees receive on-the-job coaching and hands-on instruction, as well as follow-up online sessions and assignments. This program is the cornerstone of the Service Canada College and all employee learning.

To reinforce this learning, we introduced a pilot project designed to give managers the knowledge and skills they need to support staff enrolled in the Service Excellence Certification Program. We call this pilot "Putting Staff First," to complement our organization's commitment to putting citizens first.

More than 1,600 of our employees completed the first phase of our Service Excellence Certification Program at the new Service Canada College.

Providing well-deserved service

In Saskatchewan, an 81-year-old veteran stopped by the Service Canada Centre in Regina to ask for help finding a bar pin to attach his medals to his blazer, which he needed to wear for Remembrance Day services the next week. The staff at the Service Canada Centre promised to call him back with the information he needed, so he wouldn't have to wait for a response. The staff called 1 800 O-Canada, Veterans Affairs Canada, the Royal Canadian Legion, and even the local armoury.

It took all that day to straighten it out, including a visit to Veterans Affairs on the way into work the next morning. A Service Canada agent was then able to call the veteran with the information he needed. He was impressed that someone was taking the time to help him out. "You know, we won't be here much longer for you to spoil us like this," he said. "Better get it all in while you can."

We've introduced the Service Canada Awards of Excellence

One of the best ways to promote a culture of service excellence is to reward it. During our first year, we launched the Pride and Recognition Program to celebrate service innovation and excellence. We continued this celebration in our second year with initiatives like the new Service Canada Awards of Excellence. Through these awards, we help make others aware of the remarkable work our employees are accomplishing. The awards focus on recognizing excellence in service, leadership, innovation, teamwork, recognition, and demonstrated dedication to Canadians.

We are also proud of the Service Canada employees who won many different public service awards for excellence and innovation in 2006–2007. For example:

- The Service Canada Management Collectivity was honoured with a Public Service leadership award.
- Our Ontario Region's Multi-Language Services Initiative was awarded a Level 3, Gold Standard Certification at the Public Sector Quality Fair in Toronto.

As well, two Service Canada teams were finalists for the Government Technology Exhibition and Conference (GTEC) 2007 Distinction Awards, which recognize innovation in information technology.

All these achievements are proof of the integrity, ethics, and respect for clients that our employees bring to their work, and the individual contribution each one makes to our culture of service excellence.

Cross-government service delivery curriculum

In 2006–2007, we also entered into a partnership to allow us to share our service delivery expertise with other federal departments and agencies. Together with the Canada School of Public Service, we are developing and implementing a service delivery curriculum for use across government.

We're hiring people who are passionate about helping Canadians

We want the right people in the right jobs. That means attracting new employees who reflect the diversity of the communities where our offices are located. It means hiring people who bring a commitment to their new careers. One way to get there was through a hiring campaign aimed at university and college graduates who were members of visible minority groups.

Promoting a culture of service excellence

The Quebec Region has laid the foundation for a leadership project by experimenting with service excellence in three of its Service Canada Centres. The region has given six training sessions on this subject to 215 of its managers. These sessions, along with a coaching approach, promote the development of leadership qualities and skills in managing human resources, in both managers and employees alike. This initiative promotes a culture of service excellence.

Looking ahead

Transforming government service and creating a one-stop service experience for Canadians is a long-term process.

During our second year of operation, Service Canada made progress on many long-term priorities. Canadians witnessed the new approach to service delivery take shape. We introduced many improvements to our services. We protected programs and services from abuse, and we made our operations more efficient and effective. We strengthened our partnerships across the Government of Canada, and with our provincial, territorial, municipal, and community partners. We met our commitment to report on our progress and show accountability for results. Our employees strengthened their commitment to providing excellent service to Canadians.

Every day, thousands of Canadians turn to Service Canada for a diverse range of programs, services, and information. Whether they call us, visit our Web site, or drop by one of our locations, we are the face of government to those people. We have a duty to show them that we provide results—and that we bring care, professionalism, and integrity to our work with Canadians.

We look forward to reporting once again on our achievements in next year's annual report.

Appendix 1

Service Canada 2006–2007 expenditure profile*

(millions of dollars)

	PLANNED SPENDING	AUTHORITIES	ACTUALS
Budgetary			
Operating costs (Vote 1 & 10)	563.3	580.8	571.1
Delivery cost related to:			
*Employment Insurance account	1,138.4	1022.6	1,015.9
*Canada Pension Plan	190.6	225.4	220.2
Subtotal	1,329.0	1,248.0	1,236.1
Gross operating costs	1,892.3[a]	1,828.8[a]	1,807.2[a]
Delivered on behalf of Human Resources and Social Development Canada (I 3DC)[b]			
Voted grants and contributions (Vote 5 & 15)	686.1	756.4	680.6
Statutory payments:			
*Old Age Security	23,255.0	22,878.8	22,878.8
*Guaranteed Income Supplement	6,820.3	6,901.1	6,901.1
*Allowance payments	500.0	504.1	504.1
Subtotal statutory payments	30,575.0	30,284.0	30,284.0
Canada Pension Plan benefits	26,132.3	26,115.3	26,115.3
Employment Insurance benefits			
Part I	12,442.0	11,992.8	11,992.5
Part II	2,048.9	2,050.3	2,046.1
Subtotal Employment Insurance benefits	14,490.9	14,042.8	14,038.6
LMDA—System enhancement costs	7.6	7.6	5.5
LMDA—Office refit	1.0	1.0	0.7
Total statutory transfer payments	**71,206.8**[b]	**70,207.1**[b]	**70,444.1**[b]
Total delivered on behalf of HRSDC	**71,892.9**	**71,207.9**	**71,124.7**
Consolidated total	**73,785.2**[c]	**73,035.9**[c]	**72,931.9**[c]

a. Includes statutory items for employee benefit plans.

b. The financial strategy for Service Canada establishes that statutory funds, including Employment Insurance, Canada Pension Plan, Old Age Security, and voted grants and contributions related to the delivery of specified programs, are allocated annually by HRSDC.

c. This amount directly benefits Canadians or organizations, and is delivered on behalf of HRSDC.

* This profile for Service Canada is an extract of the Departmental Performance Report for HRSDC for fiscal year 2006–2007.

Appendix 2

List of Service Canada services

All Canadians

- Canada Revenue Agency access pilot
- Chinese Head Tax redress initiative
- Emergency Response
- Integrated Death Notification (Ontario, as of September 2006)
- My Service Canada Account
- Passport receiving agent
- Pleasure craft licensing (as of April 2006)
- SIN Rapid Access (as of October 2006)

Seniors

- Canada Pension Plan (CPP) death benefits
- CPP retirement pension
- CPP survivor benefits
- OAS Allowance
- OAS Guaranteed Income Supplement
- OAS international benefits
- OAS survivor benefits
- Old Age Security (OAS) basic pension

People with disabilities

- Canada Access Grant for Students with Permanent Disabilities
- Canada Student Loans Program Permanent disability benefit
- Canada Study Grant for the Accommodation of Students with Permanent Disabilities
- CPP disability benefits
- Labour Market Agreements for People with Disabilities
- Opportunities Fund—Employers/Organizations
- Opportunities Fund—Individuals

Families

- Canada Education Savings Program
- CPP children's benefits (orphan, disabled benefits)
- EI maternity benefits
- EI parental benefits
- Employment Insurance (EI) compassionate care benefits
- Newborn Registration Service (Ontario, as of April 2006)

Workers and employers

- Apprenticeship Incentive Grant
- Canadian Agricultural Skills Service
- Canadian Forces Recruitment Awareness
- Career Navigator
- Citizenship and Immigration pilot projects in Quebec
- EI fishing benefits
- EI regular benefits
- EI sickness benefits
- Employer Sponsored Training initiative
- Employment Assistance Services
- Human Resource Management Information
- Job Alert
- Job Creation Partnerships
- Job Futures
- Job Posting and Matching
- Job Search and Job Match
- Job Search Assistance
- Labour Exchange
- Labour Market Information
- Labour Market Partnerships
- Record of Employment Web

- Report on Hiring Program
- Résumé Builder
- Royal Canadian Mounted Police Recruitment Awareness (as of September 2006)
- Self-Employment Benefit
- Services for Workers Who Have Lost Their Jobs
- Skills Development
- Targeted Assistance to EI Recipients
- Targeted Assistance to Older Workers
- Targeted Wage Subsidy
- Work-Sharing Program

Newcomers to Canada

- Employment Assistance Services
- Foreign Worker Program

Official language minority communities

- Enabling Fund

Youth

- Canada Education Savings Program
- Canada Student Loans Program
- Canada Summer Jobs
- Career Focus
- CPP disability benefits (18 to 25 years of age)
- CPP survivor benefits (18 to 25 years of age)
- Federal Public Sector Youth Internship Program
- Skills Link
- Youth Awareness

Appendix 3

Service Canada Service Charter

You can see the full text of the Service Charter on our Web site at www.servicecanada.gc.ca/en/about/charter/index.shtml.

Its key elements include:

Our commitment to you

We help you by making it easy to access government services. We provide you with:

- choice in how to contact us;
- information that is easy to understand; and
- service in the official language of your choice.

We offer you personalized service. We will:

- explain the things you need to know and make clear what you need to do;
- be helpful and respectful of your needs;
- give you the service you need or guide you to others who can help you;
- let you know when to expect a decision and, if you qualify for a financial benefit, when you will receive your first payment; and
- acknowledge any mistakes we make and take corrective measures.

Our promise to you

You have the right to:

- fair and unbiased service;
- a clear explanation of our decisions;
- the review of any decision; and
- security of private information.

Appendix 4

2006–2007 Service Canada Performance Scorecard

SERVICE STANDARDS AND RELATED PERFORMANCE MEASURES	2005–2006 Year End Target	2005–2006 Year End Result	2006–2007 Year End Target	2006–2007 Year End Result	Rating 06–07	2007–2008 Target
We provide service in the communities where you live.						
% of Canadians with access within 50 km of where they live	85%	93%	90%	95.1%	↑↑	90%
Number of points of service	420	416	516	587	↑↑	605 (actual)
We provide more convenient and extended hours of service.						
Telephone response:						
% of specialized calls answered by a CPP/OAS, CSLP, EI agent within 180 seconds	95%	70.8%*	95%	58.5%	↓	95%
% of general calls answered by a 1 800 O-Canada agent within 18 seconds	85%	69%	85%	85%	↑	85%
Number of Service Canada Centres with extended hours of service	40	44	60	53	↓	-
24/7 availability of Internet—information and transaction	98%	98%	98%	99.3%	↑↑	98%
We provide service in the official language of your choice—English or French.						
Number of official language complaints (Parts IV and VII)	-	11**	-	23	-	-
Number of official language minority community points of service	14	14	17	33	-	NIL
Recognizing the diversity of Canada, we are extending our reach to multilingual communities.						
Number of fact sheets/publications available in languages other than English and French	n/a	n/a	7	7	↑	4 (new publications)
Number of Aboriginal languages/dialects	n/a	n/a	8	7	↓	NIL
Number of foreign languages	n/a	n/a	12	12	↑	NIL
Our services are accessible to people with disabilities.						
Number of Service Canada Centres with improved accessibility	n/a	n/a	-	35	-	-
Number of forms available online in formats accessible for people with disabilities	5	0	10	11	↑↑	NIL
Our employees are knowledgeable and helpful, and will make sure you get what you need.						
% of employees registered in Service Excellence Certification Program	n/a	n/a	30%	26.4%	↓	30%
Employees who have completed Phase I of certification in service excellence	n/a	n/a	-	1,163	-	-
Client satisfaction survey results (May 2006 results)	-	-	-	84%	-	-

SERVICE STANDARDS AND RELATED PERFORMANCE MEASURES	2005–2006 Year End Target	2005–2006 Year End Result	2006–2007 Year End Target	2006–2007 Year End Result	Rating 06–07	2007–2008 Target
We let you know when you should expect a decision on entitlement to services or benefits and, if you qualify, when your first payment will arrive.						
Expedient delivery:						
% of notification sent within seven days of receipt of applications	80%	63.2%*	80%	65.6%	↓	80%
% of CPP retirement benefit payment or non-payment notification issued within first month of entitlement	85%	90.8%	85%	92.8%	↑↑	85%
% of EI benefit payment or non-payment notification issued within 28 days of filing	80%	80.9%	80%	79.7%	↗	80%
% of OAS basic benefit payment or non-payment notification issued within first month of entitlement	90%	94%	90%	94.1%	↑↑	90%
% of SINs issued while you wait	n/a	n/a	90%	67%	↓	NIL
% of pleasure craft licences issued in one visit	n/a	n/a	90%	80% (estimate)	↓	90%
We want your views on how well we are serving you.						
% of Office for Client Satisfaction—Feedback replied to within seven working days of receipt	90%	n/a	90%	100%	↑↑	n/a
Office for Client Satisfaction total feedback	-	508	-	1,996	-	NIL
Compliments	-	70	-	304	-	-
Complaints	-	230	-	734	-	-
Suggestions	-	52	-	179	-	-
Transfers to other departments	-	156	-	779	-	-

* Due to changes in the calculation methodology, this figure is different from the one published in the 2005–2006 Service Canada Annual Report.

** Result represents six months' worth of data only (October 2005 to March 2006).

LEGEND:

↑↑	Results surpassed the objective	-	No targets established
↑	Results met the objective	n/a	No results available
↗	Results are at least 95% of the objective	NIL	No longer measured
↓	Results are below the objective		

VOLUMETRIC INFORMATION	2005–2006 Year End	2006–2007 Year End
Applications handled		
EI	2,806,368*	2,702,444
Canada Pension Plan total feedback	608,876*	614,173
OAS (applications processed—not including GIS automatic renewals)	870,553*	808,972
Passport	29,369	67,260
Pleasure craft licences	0	123,312
SIN requests processed through all modes	1,370,420*	1,564,224
Channel usage		
Service Canada Internet visits	5,430,558	22,364,438
Specialized telephone calls answered by an agent (CPP/OAS, CSLP, EI)	9,964,406*	9,606,096
General telephone calls answered by an agent (1 800 O-Canada)	1,154,335*	1,621,471
Telephone calls handled by the interactive voice response system	54,381,040*	49,541,252
Clients visiting Service Canada offices		
Assisted	630,495 (new service offerings only)	8,235,322
Self-served	281,921 (new service offerings only)	1,040,350

* Due to changes in terminology used to define the corresponding performance measure, this figure is different from the one published in the 2005–2006 Service Canada Annual Report.

Appendix 5

Tell us what you think!

Your opinions and comments on Service Canada's Annual Report are very important to us. We appreciate your taking the time to e-mail your feedback to us at annualreport@servicecanada.gc.ca, or to fill out and detach our feedback form below and send it to:

Service Canada
Policy, Partnerships and Corporate Affairs
140 Promenade du Portage
Phase IV, Room 1D119
Gatineau QC K1A 0J9

If you would like a reply, please provide your contact information.

We will keep your information private, and we will collect, manage, use, and disclose it in line with the requirements of the *Privacy Act*.

Tell us what you think!

Service Canada Annual Report Feedback Form

Full name _____

Address _____

City _____ Province _____ Postal code _____

Phone number _____

E-mail _____

Feedback (use the back if necessary) _____

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Comments